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FOR THE LAITY
AND INDUSTRIAL
DENTISTRY FOR
THE CORPORATION

ALFRED ARMSTRONG CROCKER

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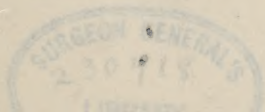
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Modern Dentistry
for the Laity
and
Industrial Dentistry for
the Corporation

By
Alfred A. Crocker
Cincinnati, Ohio
1915

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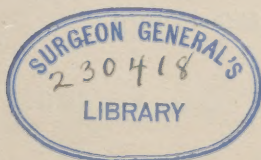
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Modern Dentistry for the Laity and Industrial Dentistry for the Corporation

By *Armstrong*
Alfred A. Crocker
Cincinnati, Ohio.
1918

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DEDICATED to the
Dental Profession,
whose avowed purpose is
the prevention of decay
and preservation of the
teeth of the human race

PREFACE

In writing these short essays on dentistry and its application to the individual welfare it has been the writer's intention to point out how decay of the teeth is the prime factor in the ultimate loss of the teeth and also how this destructive cause can be prevented. Caries, the technical dental term used meaning decay of the tooth structure, has been a prime subject of dentistry and has received immense attention by the dental profession. The investigator who isolated the germ of caries, the late Dr. W. D. Miller, an American, spent years on this subject and we have as a result a sure method of preventative dentistry. It is to detect the decay. This can only

Preface

be done by a dentist. The operation of detecting decay is known as prophylaxis. The first monument ever erected to a man of the dental profession was erected on the spacious campus of the Ohio State University to the memory of Dr. W. D. Miller. This statue of Dr. Miller stands in a very prominent position of the grounds of Ohio's largest university. From this you will infer the importance and intimate meaning of this subject of decay to humanity. To explain this subject and its application to every-day efficiency this pamphlet is written.

ALFRED A. CROCKER.

CONTENTS

	PAGE
PREFACE	5
MODERN DENTISTRY—	
The Zero System of Efficiency Den- tistry—Tooth Insurance—Decay Proofing	9
DENTISTRY AS A FACTOR IN INDUS- TRIAL CORPORATIONS.....	16
PRESERVATION OF THE TEETH BY THE INDUSTRIAL SYSTEM.....	24
ANOTHER PHASE OF INDUSTRIAL DEN- TISTRY	30
HOW THE IRON INDUSTRY IS BENE- FITED BY PREVENTATIVE DEN- TISTRY	37
ECONOMICS AND PHILOSOPHY OF IN- DUSTRIAL DENTISTRY—	
Scientific Dental Citation <i>versus</i> Volitional Tooth Care.....	43
REASONS FOR CORPORATION DEN- TISTRY	51
LIST OF CORPORATIONS USING THE ZERO SYSTEM AT TIME OF GOING TO PRESS	59

MODERN DENTISTRY

THE ZERO SYSTEM AND EFFICIENCY DENTISTRY—TOOTH INSURANCE—DECAY PROOFING

Copyrighted March, 1918, by the *Dental Register*, published by the Sam'l A. Crocker Co., Cincinnati, Ohio.

The idea to follow in regard to your teeth is prevention of decay. Decay is constantly starting its destructive process, and by the use of the tooth brush and anti-septics is partially counteracted, but it takes periodical examination by a dentist to keep the teeth in perfect condition and to detect the decay before it gets a start toward the certain destruction of the teeth. By periodical prophylaxis, cleaning and examination of the teeth, the dentist performs a work which will save your teeth in their original perfect condi-

Modern Dentistry

tion, or if you are just starting with the periodical prophylaxis, the dentist will be able to preserve your teeth in as good condition as they are now or will be after he once gets them again in perfect condition. Efficiency Dentistry by the Zero System means preservation of the teeth, reducing the decay to the minimum or zero point, and maintaining your energy at a maximum. It also means minimizing tooth difficulties, preserving the teeth in as near their pristine perfection as is possible and making the necessary fillings, inlays or restorations approach the zero point. Patients who have heeded the principles of this system of periodical examination by their dentist have very few filled teeth, and where there is a filling it is

Modern Dentistry

a very small one. This is because the decay was caught by the dentist at a periodical examination before it had caused very much damage. A small pin point filling was all that was necessary. Had such a decay been allowed to run until the tooth ached, the whole crown of the tooth might have had to be filled or the tooth might have had to be extracted.

The attention to the teeth is not a vogue of society nor an effort *per se* to maintain good appearance. While dentistry has a feature of esthetics, its larger, its main demand is necessity. There has been evolved through the fifty odd years of the development of the present practice of dentistry by the dental profession the system now termed Efficiency Dentistry. A patient

Modern Dentistry

can, by periodical visits to the dentist, minimize the decay of the teeth approaching the zero point. The dentist at each periodical visit of the patient examines the teeth and detects any unsoundness, and if a cavity is found, a filling is made. Such a discovery is of course made long before the decay would be advanced enough to cause the patient to notice it by any pain. Sometimes a patient, when a small cavity is starting, complains of lassitude and lack of energy, but of course does not attribute it to a small cavity in a tooth, for at this stage the cavity is small and often between the teeth and not observable except to a dentist, and not possible to locate it with the tongue. Besides, the average patient does

Modern Dentistry

not complain until a tooth aches, and of course by that time the decay has reached the sensitive nerve pulp. During the development of a decaying tooth, from the time of the first infinitesimal pit until it has enlarged and deepened until it starts to ache, there is a sapping of the patient's energy and an increasing condition of debility is developed until the ache and pain in the tooth announces to the patient the true cause. By following the Zero System of fillings by adhering to Efficiency Dentistry, the decay is discovered by the dentist long before it reaches the climax in the aching tooth, and consequently the fillings are very small and the teeth remain strong and vigorous.

Patients who have, upon advice of their dentist, faithfully

Modern Dentistry

followed this principle of Efficiency Dentistry, have very few filled teeth and have never had a tooth ache. They have likewise always been at high nerve force so far as their teeth are concerned. The dentist eventually gets the patient, but what about the energy and health of the patient in the meantime? The dentist is consulted so late and the decay has gone so far that it means a large filling, a withdrawal of the tooth, restoration of some kind, an artificial tooth, crown or bridgework. This calamity is all saved by Efficiency Dentistry, and the nerve energy for work or pleasure also conserved. Let your dentist put your name on his list of patients for periodical prophylaxis, with a full understanding of the

Modern Dentistry

principles involved. When you are in possession of the facts regarding the advantages of periodical prophylaxis by the dentist as outlined in this article, you are in position to apply the logic of it for yourself.

Efficiency Dentistry by Zero System through periodical prophylaxis by your dentist is your tooth insurance. Efficiency Dentistry decay-proofs your teeth. Decay-proof your teeth now so you will not have a "toothless day."

DENTISTRY AS A FACTOR IN INDUSTRIAL COR- PORATIONS

Written by request for the *Keystone*. Published in the June, 1918, number of the *Keystone* by the Keystone Publishing Co., Philadelphia, Pa.

When requested to make a statement of the advantage of dentistry to industry I am pleased to comply with the request, for it encourages me to believe the intimate relationship of health and good teeth is beginning to be realized as it should. At least there is an inclination to hear the argument and allow the logic to work its own conclusion. For this kind of opportunity I thank the editor for his consideration and kind request.

Everybody now knows that the United States Government

Modern Dentistry

does not accept a soldier until his teeth are put in order. For this there is a reason. Through the experience of the American dental profession during the past fifty years every case of decay has shown that had it been taken at the start or shortly afterward the tooth could have been saved or at least a large cavity to be filled or an artificial tooth crown would not have been necessary. This experience also has shown that during the period between starting of decay and the final painful aching of the tooth that a gradually increasing sapping of the patient's energy has taken place amounting all the way from lassitude to debility. On arrival of the aching of the tooth of course the patient then goes to a dentist, feeling his duty to him-

Modern Dentistry

self well attended to because he went immediately upon noticing the pain. However, the fact is that the dentist says, "Why didn't you come six months ago? I could have saved that tooth for you but now it has to come out."

To prevent decay people must go to the dentist at least twice a year to have their teeth examined and have the decay stopped. Small decays discovered at these periodical proloxises (or tooth cleanings) are attended to by your dentist by small fillings. Thus instead of large fillings or artificial crowns and artificial teeth the patient has small fillings or very often no fillings at all.

This system of periodical prophylaxis we have called the Zero System of preventative

Modern Dentistry

dentistry. This is the system instituted by the United States Government. To start it off the teeth have to be put in perfect condition (if not already so) and thereafter by periodical examination by the dentist are kept in perfect condition. The names of the men are put on a card index system and periodically called to the dental office for the prophylaxis. In private life the Zero System should be carried out by taking yourself to your dentist.

United States corporations have for many years been interested in welfare work for their operatives and office force having used one or all of the following plans: Recreation room, medical office, reading rooms, roof gardens, gymnasiums, base-

Modern Dentistry

ball clubs, billiard rooms, bath houses, summer outings, hospitals, have besides provided entertainments, business talks, salesmen's talks, shop procedure lectures, in fact most everything but dentistry. Dentistry has been left to the individual and as stated above not until the pain announced that the decay had reached the nerve pulp and the tooth was gone has the dentist been consulted.

Industrial dentistry does for the individual more in maintaining equilibrium of nerve force than many of the above mentioned already tried methods of welfare work. By having the entire force of the men and women in a factory or works card indexed the industrial dentist calls each one into the in-

Modern Dentistry

dustrial dental office, examines the teeth, cleans them, gives immediate necessary treatment, notes on a card (duplicate of which he files) the work necessary to place the teeth in good order, and requests that the patient have the work done by his or her family dentist. This being a provision of the corporation to conserve the energy of the personnel of their force both for their (the patients') own good and for the good of the corporation. The ultimate time saved the patient counts much toward the cost of having the work done and the efficiency produced thereby amply repays the corporation for the outlay in the increased output. There is no absence on account of aching teeth under the Zero System. There is no

Modern Dentistry

lassitude or feverish conditions due to decaying teeth which the patients think is caused by something else.

When the principle of prevention of decay is thoroughly thought out and the time that is saved both operative and corporation by this smooth running system, the welfare value of the Zero System of preventive dentistry will be classed at the head of the list. In fact, it enables the operatives not only to better attend to their work but also enables them to better enjoy your more pleasureable welfare features. One salient feature of the system of examination, inasmuch as one doesn't know just when the call to the office is coming, the addiction to stimulants and other ex-

Modern Dentistry

cesses of human kind are subject to moderation, in fact, to better surveillance.

The industrial dentist is generally a regular practitioner who undertakes to take care of the work during certain days of the week, together with his regular private practice work. In large corporations where several thousand are employed there is enough work to keep one dentist busy all the year round.

In conclusion industrial dentistry is similar to army dentistry on a smaller scale, and similar to taking yourself to the dentist periodically on a larger scale. It is a new way for corporations to show their attention to the human element within its bounds and another (heretofore omitted) method of doing its welfare work.

PRESERVATION OF THE TEETH BY THE IN- DUSTRIAL SYSTEM

Written expressly for the *Kreolite News*.
Published in the June, 1918, number of the
Kreolite News, printed by Jennison & Wright,
Toledo, Ohio.

You might possibly say, "What has dentistry to do with our corporation? We have done very well without welfare work in the dentistry line; why not leave the matter to the individual person?" This is all very well if the individual knows about preventative dentistry and knows enough about the subject to go periodically to his dentist to prevent the decay that is continually starting in the teeth. If he knows that all household and personal efforts to prevent decay are only partially effectual

Modern Dentistry

and that in the long run he will have to visit the dentist he is in a fair way to accept the principle of preventative dentistry, or zero system as we call it, and go to the dentist in time to save his teeth. In this article the writer does not intend to go into the systematic conditions which are adverse to human efficiency that are directly traceable to decaying teeth. You may have already some knowledge of them. The idea of the corporation is to develop the highest efficiency of the operative force just the same as it is the object of Uncle Sam to develop the highest efficiency of the army and navy.

The object of this article is to impress upon the reader that by the simple system of seeing his

Modern Dentistry

dentist at least two times a year he can have his natural teeth for his old age and be of full energy so far as his teeth are concerned all the time. Industrially the installation of a dental clinic means that the care of the operatives' teeth will be popularized and that everyone shall know that it is not necessary to lose their teeth if they go to their dentist. The care of the teeth is fast becoming a community interest, for it has been demonstrated that when left to the individual preventative dentistry is not carried out as it should be. Why does the United States Government require every recruit for the army or navy or aviation corps to have his teeth put in good prophylactic condition? It is because once the

Modern Dentistry

work in the mouth is brought up to the health mark the army or navy dentist can keep them in tooth health by the periodical prophylaxis at certain periods.

A card index system is kept of each member of a company or crew and they are called periodically for the tooth prophylaxis. This same system with its advantage of personal efficiency is utilized in forty-two industrial corporations in the United States today and the number is growing as fast as executives learn of the advantage the system is to those already using it. There has been great publicity given to the subject of tree dentistry, as all Kreolite readers know, how the forester noticing decay in the beautiful trees marks them for attention

Modern Dentistry

and along comes the tree dentist to make his filling of plaster to keep out the atmosphere and stop the decay, thus restoring the wasting energy of the tree and perpetuating its life. Human preventative dentistry is very similar, especially army and navy and industrial dentistry; for everyone is called to the dental chair, the decay discovered and the small necessary fillings made. In private life, however, the tendency is to wait for the aching tooth, then, of course, you know it is time to go. However, then it is too late, for the life of the tooth is gone. The pain is the dying tooth, not the announcement that it is time to go to the dentist to save it.

There are many features of this subject which corporations

Modern Dentistry

can consider when planning their welfare work. Corporations have the welfare of their force at heart and have spent large sums in medical hospitals, recreation rooms, gymnasiums, summer outings, picnics, lectures of all kinds, but have with few exceptions overlooked preventative dentistry altogether.

The writer has found a most attentive ear to this subject of industrial dentistry and to preventative dentistry individually, for it enables one to understand the reason which has actuated the Government and the industrial corporations who have already instituted this system.

ANOTHER PHASE OF INDUSTRIAL DENTISTRY

Published as a pamphlet by The Sam'l A. Crocker Co., May, 1918.

As a minute writer on the subject of preservation of the teeth and its ultimate relationship to public health I look upon the field of industry as one of the first to derive a substantial benefit from preventative dentistry. The dental profession has as its primary purpose the preservation of the public health so far as it relates to the teeth, and the relationship is beginning to be better and easier understood. In a nutshell the argument is that if you will have your dentist examine your teeth and detect the small cavities of decay and have small fillings stop the

Modern Dentistry

decay, you will preserve the teeth. The United States Government has adopted this program of preventative dentistry and all soldiers have their teeth examined and put in good order before being allowed to enlist. The reason for this is that everybody, unless they have just recently been to a dentist, has the small cavities indicating the start of decay, and the gradual increase of the decaying process de-energizes the patient and destroys the tooth until the tooth reaches the aching point. Unless you understand that you can intercept this decay by a visit to your dentist, not realizing there is decay, for it doesn't ache or pain you for from six to nine months, you unconsciously wait until it does ache, which it will.

Modern Dentistry

But then it is too late and you have to lose the tooth or have a large crown or very large filling with sometimes devitalized nerve.

The Government dentists have a card index list of all soldiers in their camp and periodically examine each patient and make the small fillings if any are needed. By this periodical, at least two times a year, examination, the decay is discovered long before it reaches the aching point and of course the teeth are kept in fine health and the energy of the patient is at full strength so far as the teeth are concerned. Industrially this same principle which we call the Zero System is applied by the industrial dentist who is appointed by the management of a corporation to con-

Modern Dentistry

serve the tooth health of the people within its jurisdiction, the operative force.

Industrial dentistry is a feature of welfare work which corporations have with few exceptions so far entirely overlooked, but it is hoped they will soon realize the value it has for maintaining efficiency and good health among the operatives. Many forms of welfare work have been undertaken by corporations, including hospital medical rooms, rest rooms, reading and recreation parlors, roof gardens, billiard halls, summer outings, baseball, most everything but dentistry; this with a few exceptions, for now there are a number of corporations which are carrying on the Zero System of preventative dentistry with great success.

Modern Dentistry

If the movement toward preservation of dental health is to succeed it will take the united effort of the whole nation with a dissemination of the simple principle of incepting the decay before the total damage of the tooth takes place. To see that this is done and that the natural efficiency of the soldier is preserved the United States Government as stated already has started the practice of periodical examinations of the teeth. Industrially the same thing can be done, it being for the benefit of the patient as well as for the corporation. Under this system there is no loss of time on account of lack of energy due to painful teeth, there is no facial neuralgia, there is no loss of time which under the old system

Modern Dentistry

of waiting for the pain while the tooth was being extracted, large fillings, besides plates, etc., were being made, besides the patients have their natural teeth. What better system could there be? At present those who do not understand preventative dentistry think they are all right and that there is plenty of time to save the tooth if they go to the dentist as soon as it aches, but alas, this is wrong. The tooth only aches when it is too late. The only way to catch this, as stated before, is by periodical prophylaxis. At first I am continually met with the opposition, "What has this to do with our business?" I can only say, that if tried you will find that you will class the Zero System of preventative dentistry industrially

Modern Dentistry

ahead of your other welfare features, and besides, it helps all involved to better apply their energies to both their work and your more pleasurable recreational welfare programs.

HOW THE IRON INDUSTRY IS BENEFITED BY PRE- VENTATIVE DENTISTRY

Written for the *Iron Trade Review*, May, 1918.

It has been shown in many ways how good teeth benefit the individual and on the principle that what benefits the individual benefits all alike, it can be shown how preventative dentistry benefits a whole organization. Welfare work within a corporation has as its prime motive the improvement of the health of the operatives with a result of increasing human efficiency and bringing up the force to its normal strength. A decaying tooth will not ache until it is so far gone that it is impossible to save it or nearly so at any rate.

Modern Dentistry

To detect the decay the examination has to be performed by a dentist. Decay devitalizes the patient in proportion as the decay increases yet the patient does not realize his condition is due to a tooth. This is demonstrated in every factory where a dental clinic has been installed. Without going into the disastrous conditions which follow as a result of not detecting the decay, it is the object of this article to only point out how easily the de-energizing influence of decay can be prevented. The installation of a dental outfit and the employment of a dentist brings the corporation up to the status of taking a hand in directing the maintenance of human energy which is so important in any enterprise. It becomes a

Modern Dentistry

benefit to the individual and remains as a benefit to the industrial corporation. The industrial dentist card indexes the men and women who are to come under his care and calls them in to the clinic twice a year. On the start he finds various amounts of dental work necessary to put the set of teeth of each individual in prophylactic condition. This he indicates on duplicate cards giving the original to the patient and requesting that the family dentist attend to the work and when it is finished that the patient report and be checked in. This is the same as the recruit in the army does. After this initial work the semi-annual preventative prophylaxis takes care of the case and decay is stopped. You

Modern Dentistry

will see that there is no allowing a case of decay to reach the aching point because it takes six to nine months or a year to do that and the periodical prophylaxis catches this. Industrial dentistry takes the matter of going to the dentist out of the volition of the patient and runs it according to system. If the laity did this voluntarily which a few have learned to do they have the same high energy that results from industrial application of the principle. A large company in the iron trade, the Cincinnati Milling Machine Co., is one of the fifty odd corporations in the United States which at present operate a dental clinic along the lines above explained. The installation of this work is a welfare feature to the workers and

Modern Dentistry

a benefit to the company in uniform attendance to labor and maintenance of good health which is essential thereto. Many people understand the simple principle of detection of decay without applying it to their teeth and it is for this reason that the corporation being advised and having learned of this do the detecting for them. Individuals will protect iron from the effects of rust and show concern for this devastating force because it is in plain sight but will overlook a similar destructive force operating on their teeth because they can not see it or feel it. When one grasps the fundamental truths of this subject one can follow the logic to the conclusion for oneself.

Modern Dentistry

Industrially applied preventative dentistry is a success. The new Government plant at Nitro, W. Va., is equipped with a dental outfit for preventative dentistry. When industries of this calibre adopt the Zero System of preventative dentistry it is because there is really something in it for the betterment of human energy and efficiency.

ECONOMICS AND PHILOSOPHY OF INDUSTRIAL DENTISTRY

SCIENTIFIC DENTAL CITATION

versus

VOLITIONAL TOOTH CARE

In handing over a valuable article with the expression, "I trust you will take good care of this," the answer generally is, "Yes, indeed, I will take care of it just the same as if it were my own." Of course the party means well, but does "to take care of the valuable article just the same as if it were their own" mean that they will take care of it as they should? We have daily examples of this "taking care." The teeth are put in our care for us to take care of and we must

Modern Dentistry

take care of them because they are our own. The fact remains, however, the dentist can take care of them better than we can. We can let the dentist take care of them so our part in the care taking is permitting the dentist to do it. When we have learned this, institution and corporation dentistry can consider their work done.

Until public institutions and corporations became interested in systematizing the care of the teeth for their people the practice of individual care of the teeth was volitional and entirely "as if they were their own."

With the exception of a small percentage who from good advice follow preventative dentistry methods by seeing their dentist periodically the people are

Modern Dentistry

permitting their teeth to decay and eventually they will be wearing false teeth.

The installation by a corporation of a dental clinic and calling operatives for dental examination stops this volitional system and substitutes dental citation to the family dentist. The corporation dentist is an expert in diagnosis and prophylaxis besides being a good all around practitioner and in his care the people within the jurisdiction of the corporation are kept in good hands and given good dental direction. It is identically the same as preventative medicine and good advice in the medical line which the corporation physician dispenses.

We have termed the dental plan of corporation dentistry the

Modern Dentistry

Zero System because it reduces the loss of the teeth to a minimum, zero in many cases. Also because it reduces the large fillings, restorations, crowns and bridge work, and false plates to a minimum, also zero in many cases. We have been asked what this new "freezing" system of dentistry is, but of course the one who asked that question did not grasp the broad scope of this subject. We have also been asked if corporation dentistry is dentistry on a "wholesale" plan. Neither does this question show a grasp of the meaning of the subject. Systematization of the care of the teeth means caring for them in a scientific way by having periodical advice from your dentist about them. Compare the health of a community

Modern Dentistry

run on a scientific basis and system with a community run on the volitional basis, run as each individual feels about it, and you have the argument. For the dental profession, institutional and corporation dentistry will act as a pulmotor of dentistry. For the people cared for the work done will preserve and maintain health, cure troubles formerly considered due to unknown and untraceable causes, and maintain efficiency of nerve force. For the corporation it becomes its most potent efficiency producer and provides a mutual interest and aid work from which every worker derives a benefit.

One noticeable thing, noticeable by its absence, is the lack of examination of the teeth and mouth by the examining physi-

Modern Dentistry

cian for life insurance. The physician examines and measures everything else but passes up the teeth, when the teeth have as much to do with the longevity of the race as other parts that are examined have.

In the light of modern knowledge on this subject it becomes a necessity to place these facilities for tooth care before all who have not been warned or advised how much they can do for themselves by seeing their dentist. As the corporation is interested in the health of its operatives it is ready, naturally, learning as they have of this subject, for an adoption of another efficiency plan. It is with this truth guiding the pen that these pamphlets have been written.

Modern Dentistry

Public institutions, where the inmates live from year to year, should all have dentists and run a Zero System for the inmates, for otherwise the tooth decay is considerable and the inmates in such, as insane asylums, have little or no inclination to voluntarily go to a dentist. It is almost as bad for people having volition not to use it. This is where the corporation dentist becomes a director of tooth care by suggestion.

If of our own volition we go periodically, say two times a year, to our family dentist, we are then following preventative dentistry and the Zero System. It is for the thousands who do not yet understand the benefits they will derive from good dentistry that institutional and cor-

Modern Dentistry

poration system dentistry is advocated. With the corporation it becomes an efficiency proposition inasmuch as the better the nerve force, the fewer hours lost from industry, the more stable strength of operatives, the better it is for both employe and employer. The benefits are mutual. The pride of the wide awake corporation is to be conscious that it is operating along lines of modern enlightenment for the best interest of its products, its success and the people whose labor is contributory thereto. This stimulates a pride in the personnel of the corporation, executives and operatives alike, and permits an easy adoption of any system of improvement when the obvious advantages are thoroughly understood.

Modern Dentistry

It is with the idea of calling attention to human benefits of preventative dentistry that its advantages to industry have been pointed out. It is to call attention to the advantages to industry that we have pointed out the human benefits of preventative dentistry.

REASONS FOR CORPORA- TION DENTISTRY

Not until the war was declared against the Central Powers and the enlistment of our United States Army to co-operate with the allies started, was the intimate relationship between tooth health and human efficiency given popular emphasis. This fact has been well known, however, by the American Dental Profession, as it is one of the salient and definitely demonstrated facts evolved from experience in dental practice over the last fifty years.

One of the requirements of the army and navy recruit is that the teeth should be in good condition. In order that all applicants for military and naval

Modern Dentistry

positions could speedily qualify with good teeth the dentists of the United States formed the Preparedness League of American Dentists, the object of the League being to do all dentistry without charge for bona fide recruits so that they can pass dental requirements. In every city and town this has been done and is still being done by the dentists. The object of bringing all teeth up to normal is that with tooth health the general health can be brought up to normal and kept so by periodical prophylaxis.

Prophylaxis means detection of decay. As decay is constantly starting in spite of all personal efforts to prevent it a periodical examination of the teeth is necessary to catch the

Modern Dentistry

decay before it goes very far and does much damage to a tooth. People generally believe they are doing their duty if they go to their dentist as soon as a tooth aches, but then it is too late. An aching tooth is indication that the tooth is very much decayed and possibly will be lost, and not an indication that it is time to go to the dentist to have it saved. To prevent decay reaching the aching point periodical examination by a dentist is necessary. With the Army and Navy men after enlistment with good teeth they are kept so by the periodical prophylaxis by Army and Navy Dentists. Dentistry is an essential profession and the dental manufacture and supply business is essential business. This

Modern Dentistry

brings care of the teeth prominently before the people as an important personal efficiency work.

Business is constantly studying methods of efficiency and system. These two terms are intimately related. You can not get efficiency without system and system is no use without efficiency. It is for this reason that the Government in desiring to operate a system overlooks no essential aid to efficiency.

Corporation management looks for these same points, efficiency to carry out a system and a system by which to obtain efficiency. These terms begin with individual efficiency and through system result in unit efficiency. Care of the details result in success of the whole.

Modern Dentistry

With the above preliminary understanding and knowledge of the relationship of tooth health to personal health it becomes as much the object of corporation management to direct the care of operatives' teeth as it becomes necessary to install a new system of manufacture upon invention of new and labor saving devices or of new systems of accounting to supersede a system that has less advantages. Under war conditions with the lessening number of available operatives it becomes more than ever an important point to look to the personal efficiency and health of those who are to carry out the corporation system.

Industrial Dentistry is strictly periodical prophylaxis and periodical examination of the teeth

Modern Dentistry

and recommending what necessary work that is found to be done by the family dentist. By this step the corporation assumes the directorship of the care of the teeth recommending through its corporation dentist the work necessary, and the care of the teeth is kept in good hands nothing more or less being recommended as necessary than what the competent dentist deems advisable. All decay is caught before it does any damage. There is no loss of time from work due to tooth ache, no excuse for dental troubles or other maladies that are due to dental neglect.

Many inspections of machinery and apparatus are carried on by factories periodically to prevent damage should some un-

Modern Dentistry

ascertained defect go undiscovered. Why not do the same with ourselves? Those of us who do know about preventative dentistry do attend to this periodical dental examination by going ourselves to our dentist, but think of the vastly superior number of people who do not yet know about it. We need them for their work in their various trades and we need them ablebodied and efficient. To help them to do so is therefore an important feature of corporation management.

Modern Dentistry

The following corporations are operating Dental Clinics along lines outlined in foregoing article:

ALMEDA Co., THE, Oakland, Cal.

AMOSKEAG MFG. Co., THE, Manchester, N. H.

ARMOUR & Co., Chicago, Ill.

ARMSTRONG CORK Co., THE, Pittsburg, Pa.

AVERY Co., THE, Peoria, Ill.

BABSON'S STATISTICAL ORGANIZATION, Wells-
ley Hills, Mass.

BAILEY Co., THE, Cleveland, Ohio.

BERKSHIRE KNITTING MILLS, Reading, Pa.

BLOOMINGDALE BROS., New York, N. Y.

BOUSCH & LOMB Co., THE, Rochester, N. Y.

CAULK, L. D. Co., THE, Milford, Delaware.

CHICAGO TELEPHONE Co., Chicago, Ill.

CINCINNATI MILLING MACHINE Co., Cincinnati,
Ohio.

COLGATE & Co., Jersey City, N. J.

COLORADO FUEL & IRON Co., Colorado.

CRANE Co., THE, Chicago, Ill.

DAYTON ELECTRIC LABORATORIES Co., Delco,
Dayton, Ohio.

DIAMOND MATCH Co., Chicago, Ill.

DRESS & WAIST-MAKERS UNION INTERNATIONAL
GARMENT WORKERS, New York, N. Y.

EATON Co., T., LIMITED, Toronto, Canada.

EMPORIUM, THE, San Francisco, Cal.

Modern Dentistry

FILENT Co., OPERATIVE ASSOCIATION, Boston,
Mass.

FIRESTONE TIRE & RUBBER Co., Akron, Ohio.

FLORENCE MFG. Co., Florence, Mass.

FORBES LITHOGRAPHIC Co., Chelsea, Mass.

FORD MOTOR CAR Co., Detroit, Mich.

GOODRICH Co., B. F., Akron, Ohio.

HART, SCHAFFNER & MARX, Chicago, Ill.

HEINZ Co., H. J., Pittsburg, Pa.

HOLMES Co., D. H., New Orleans, La.

HOOD RUBBER Co., J., Watertown, Mass.

INLAND STEEL Co., Indiana Harbor, Ind.

INTERNATIONAL HARVESTER Co., THE, McCor-
mick, N. Y.

INTERNATIONAL HARVESTER Co., THE, Deering.

JONES STORE Co., Kansas City, Mo.

JOSEPH & FEISS Co., Cleveland, Ohio.

KABO CORSET Co., Chicago, Ill.

KIMBERLY, CLARK & Co., Neenah, Wis.

KOLYNOS Co., New Haven, Conn.

LARKIN Co., Buffalo, N. Y.

LEBLOND, R. K., MACHINE TOOL Co., THE, Cin-
cinnati, Ohio.

LORD & TAYLOR, New York, N. Y.

Modern Dentistry

MACY MUTUAL AID ASSOCIATION, New York,
N. Y.

MCCREERY, JAMES, New York, N. Y.

METROPOLITAN LIFE INSURANCE Co., New York,
N. Y.

METROPOLITAN LIFE INSURANCE Co., McGregor,
N. Y.

MONTGOMERY WARD Co., Chicago, Ill.

MORRIS & Co., Chicago, Ill.

NATIONAL CASH REGISTER Co., Dayton, Ohio.

NATIONAL LAMP WORKS, Akron, Ohio.

NATIONAL LAMP WORKS, Cleveland, Ohio.

NATIONAL LAMP WORKS, Youngstown, Ohio.

NEW YORK TELEPHONE Co., New York, N. Y.

POCOHONTAS COAL Co., West Virginia.

SCHRADER & SONS, Brooklyn, N. Y.

SEARS, ROEBUCK & Co., Chicago, Ill.

TENNESSEE COAL & IRON Co., Birmingham, Ala.

WANAMAKER, JOHN, Philadelphia, Pa.

WANAMAKER STORE, New York, N. Y.

WHITE DENTAL MFG. Co., THE S. S., Phila-
delphia, Pa.

J. G. L.

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